Nova Scotia Environment & Labour
Business Plan

2007-2008

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MESSAGE FROM THE MINISTER

I am very pleased to present the Business Plan for 2007-2008 for Nova Scotia Environment and Labour (NSEL). Nova Scotians have high expectations for the province's environment and the public interest in environmental protection is growing. We are committed to having one of the cleanest and most sustainable environment in the world by the year 2020.

Nova Scotians have high expectations for the workplace, in light of heightened job competition in other provinces, and the impending high retirement levels and increased need for workers in skilled trades. It is our goal that the Province will have flexible, winning workplaces, that will allow greater numbers to contribute to a sustainable and growing economy.

The department has a full agenda for 2007-2008 that includes:

- beginning a multi-year process of building on the successful completion of the Drinking Water Strategy by developing a Water Resource Management Strategy;
- protecting additional lands as wilderness areas and nature reserves for Nova Scotians;
- continuing the roll out of improvements made in the new *Environment Act*, including the Electronic Product Stewardship Regulations; On-site Septic Regulations; the establishment of the Roundtable on Environmental Sustainability; and expanding the new Environmental Home Assessment and Septage Treatment Facility Programs;
- ensuring that compliance of the Sydney Tar Ponds clean up project, the largest environmental contaminated site restoration that has ever been undertaken, is carried out in compliance with all applicable approvals and laws;
- continuing with the implementation of the Environmental Public Health Initiative that will better ensure public health and safety through increased inspection capacity and health processes throughout the Province;
- developing a new Contaminated Sites regulatory framework through consultation with all interested stakeholders and in partnership with other governments in Atlantic Canada;
- working with our federal, provincial and municipal counterparts to leverage new science and technology transfers to key industries and to our trade partners;
- implementing a new Violence in the Workplace strategy, and continuing the roll out of the 4 year plan for Occupational Health and Safety, including responding to recommendations from the Occupational Health and Safety Advisory Council for improvements in the internal responsibility system and in Underground Mining Regulations;
- implementing a new service to assist those in financial hardship to access some pension resources prior to the normal age of pension eligibility;
- undertaking a consultation on solvency funding for pension plans;
- commencing a public review of Public Safety Legislation to ensure that legislative frameworks for areas such as power engineers, electrical installations, and elevators and lifts are modern, flexible and reflective of best practices; and
- completing the Socio-Economic Study on Gaming within Nova Scotia.

In this 2007-2008 Business Plan, the department has set out specific goals to ensure we meet our vision for the Nova Scotia of 2020. To meet these goals, the department continues to:

- employ and develop a highly motivated, skilled and diverse workforce;
- contribute to the competitiveness of Nova Scotia businesses through delivery of effective and efficient regulatory systems that protect the public interest;
- promote and support compliance with regulatory requirements through the application of diverse policy instruments and approaches;
- work with stakeholders, other departments, and other levels of government to deliver complementary programs that reflect the priorities of Nova Scotians; and

- lead development toward excellence in regulatory policy, management and practice.

In 2007-2008 the department will continue to protect the public and support sustainable economic development. The Competitiveness and Compliance Initiative (CCI) will work to better protect those things that Nova Scotians value, while contributing to maintaining and improving a positive business climate that helps businesses to compete and prosper. CCI takes a systematic approach to improving laws and regulatory programs over the long term. In 2007-2008 the process of reviewing laws and regulations to see if some can be eliminated, streamlined, replaced or improved will continue. The educational programs that have been developed will continue to be rolled out and new partnerships will be supported to complement our regulatory programs. The department will continue to work with various organizations, the business community and the public to improve awareness of regulatory requirements, to enhance enforcement and to build compliance capacity across the economy, including within small and medium sized businesses.

CCI will also continue to support the government-wide Better Regulation project. In the past year, the department has measured the time and cost of compliance that business experiences as a result of the administrative requirements in our regulations, and now will be working to reduce the time and cost of compliance. The department works horizontally with many other departments to implement the key strategies of Government, including Opportunities for Sustainable Prosperity, the Environmental Public Health Initiative, the Provincial Oceans Network, the Gaming Strategy and the Better Regulation Initiative.

Nova Scotians value strong sustainable communities. The Department will expand support to assist families with wells and on-site septic systems by dedicating additional resources to providing advice and support to these families. The Environmental Home Assessment Program protects the quality of drinking water and conserves water resources through proper maintenance and use of household wells, septic systems, and oil tanks. The Septage Treatment Facility Program assists treatment facilities by ensuring material is handled and properly treated to reduce potential adverse effects in our environment.

The department will continue to work with the Arbitrations Advisory Committee that has recently been established to provide recommendations to the Minister on arbitrators who should be used for handling expedited arbitrations under new provisions that were added to the *Trade Union Act* in 2006. This committee, which is also mandated to provide advice on the arbitration process more generally, will provide strategic advice on dispute resolution processes, while providing an important forum for continuing tri-partite dialogue.

The Labour Standards Division will work with stakeholders to implement the new provisions on meal breaks, leave for reservists, and improvements in the minimum wage rates.

The department will continue to work with all of the member agencies and with stakeholders of the Workplace Safety and Insurance System to achieve the goals set out in the system's strategic plan, including preventing workplace injury and illness; ensuring more safe and timely return to work; continuing stakeholder consultation in setting the system's future direction; and monitoring the progress of the strategic plan to system performance measures.

Our department has focused on sustainable improvements to our programs and services over the past 12 months. Working with our partners, stakeholders, and staff, I look forward to leading Environment and Labour in the implementation of this Business Plan for 2007-2008.

Mark Parent
Minister

A. Mission

The mission of Nova Scotia Environment and Labour (NSEL) is to protect and promote:

- the health and safety of people and protection of property;
- a healthy environment;
- employment rights; and
- consumer interests and public confidence in pension services, and in the alcohol and gaming sector

by delivering effective regulatory and non-regulatory programs that are sustainable and support Government's goals for public health, a clean environment and economic competitiveness.

B. Link to the Corporate Path

The vision of the Nova Scotia Government is *Building for Families, Building for the Future.* NSEL's Business Plan supports the corporate path in many ways:

(1) Creating Winning Conditions: The department supports the development of globally competitive products and services that can be exported to the world. The department has led environment trade missions and forged agreements with the Eastern Carribean states and is exploring further missions to Asia and the Mid-east. Stable labour relations in Nova Scotia attracts new investment and makes business more competitive globally. The Competitiveness and Compliance Initiative is reducing the administrative burden of compliance with our regulations so that businesses will be more competitive globally. This year the department will start a range of sectoral approaches to see how CCI can streamline regulatory processes for specific sectors in a targeted way. One sector to be addressed, for example, could be the retail gas sector.

(2) Seizing New Economic Opportunities: The department is leading in the development of Clean and Green economy, both in the continuing development of Nova Scotia's world leading solid waste system, and in the development of various Pollution Prevention initiatives. With our work in developing the Drinking Water Strategy, there is a strong foundation in place for the development of a more comprehensive Water Resource Management Strategy that will not only further protect the gains in public health that have been achieved, but that will also ensure continuing access of Nova Scotia communities and businesses to the water and other sources of natural capital that are key to our current and future prosperity, particularly in light of the growing challenge of climate change. The department continues to support the RRFB in developing new products and better services to recover waste in this province.

(3) Building for Individuals, Families, and Communities:
The department is supporting safe, healthy communities through its work in preventing violence in the workplace, and in working with HRM on the strategy to reduce violence outside licenced liquor establishments. The expansion of the Environmental Home Assessment program and the Septage Facility Treatment Program will ensure the safety of those families on their own well and septic systems. The support that NSEL provides in training our fire services, both volunteer and professional, and enhancing fire prevention means communities will be safer across the Province.

C. Planning Context

The Department is mandated to protect the things that are important to Nova Scotians - public health and safety, a clean environment and safe and fair workplaces, while at the same time contributing to the creation of a competitive business climate. This mandate is based on the understanding that economic strength is an essential condition for a sustainable environment and a healthy workforce.

The legislative mandate of the department is reflected in a diverse framework of over 25 acts and 110 regulations, as well as in the non-regulatory compliance tools it undertakes with its partners and stakeholders. These laws are supplemented by government strategic initiatives that relate to the mandate of the department, including the *Green Plan,* the *Better Regulation Initiative*, *Opportunities for Sustainable Prosperity*, the *Gaming Strategy*, the *Strategic Plan for the Workplace Safety and Insurance System*, the *Energy Strategy* and the *Drinking Water Strategy*. The department relies heavily on public education, communications, and the application of "best practice" instruments to help accomplish its mission. The department organization is outlined in ***Appendix A.***

Challenges:

- Having a broad regulatory mandate requires NSEL to reconcile competing priorities and focus on key areas to maximize resources and impact;

- NSEL's responsibilities are multi-dimensional, and cut across departmental lines, providing staff with the challenge of operating horizontally with other departments and levels of government to address jurisdictional and service issues;

- An increasing number of partnerships are necessary to ensure that there is shared ownership and involvement in addressing key issues, with the ensuing challenge of providing resources to support these partnerships;

- An aging workforce will place an increased burden on pension benefits services, and legislative changes and court decisions in other jurisdictions will continue to impact Nova Scotia; changing demographics create a significant need for succession planning to replace retiring baby boomers; greater flexibility is demanded in employment relationships;

- A large proportion of NSEL's workforce is concentrated in the four inspectorates (Occupational Health and Safety, Environmental Monitoring and Compliance, Alcohol and Gaming, and Public Safety); there is a need to build knowledge, skill and capacity to meet the challenges of a changing workforce and marketplace, and ensure necessary tools are in place to allow them to work effectively; and

- Changes to the liquor licensing regulations, the on-site sewage regulations, amendments to the *Smoke-free Places Act*, and new regulations on violence in the workplace and on e-waste will create new challenges for the Alcohol and Gaming, Occupational Health and Safety and Environmental Monitoring and Compliance inspectorates.

Opportunities:

- The environment is increasing in profile, and is now a top issue for Nova Scotians, as for other Canadians;

- There are new tools to support decision-making within the department, such as an activities tracking system;

- The tight labour market provides an opportunity to support employers who adopt best practices and make improvements to their workplace environment;

- There is an increasing opportunity to integrate protection of the environment with sustainable growth and development of the economy;

- Amendments to the *Environment Act* create new ways for government to contribute to the protection of the environment and support new technology and services, including a renewed Environmental Trust Fund, and a renewed Round Table on Environmental Sustainability;

- New federal initiatives, including new legislation, eg. Proposed *Clean Air Act*, may support the province in addressing climate change and air pollution, leading to improved air quality in Nova Scotia; and

- Exploration of new markets may boost opportunities to export Nova Scotian environmental technologies and governance expertise to other nations.

The planning context for the Department is based on the following principles:

(1) Interconnectedness: The economy relies on the market and the environment for its supply of natural resources and human capital. Environmental and workplace initiatives must take into account economic consequences, and vice versa.

(2) Sustainable prosperity: Sustainable workplaces and environmentally sustainable economic growth recognize the economic value of the province's environmental assets and that our human capital is essential to Nova Scotia's long-term competitiveness.

(3) Shared responsibility: Safe workplaces, a healthy environment and the economy are the shared responsibility of all levels of government, the private sector, and all citizens of the province.

(4) Stewardship: The environment, human capital and the economy must be managed for the benefit of present and future generations. A balance must be struck between today's decisions and tomorrow's impacts.

(5) Innovation: Innovative solutions are necessary to mutually reinforce the workforce, the environment and economy rather than trade off the priorities of one against the other

(6) Long-term Approach: A long-term approach to planning and decision-making is necessary to harmonize the goals of the workplace, the environment and economy

(7) Continuous Development of our People: One of the key challenges of the department continues to be the delivery of a highly complex and specialized mandate in the face of increasing labour market shortages for skilled and knowledgeable workers. The department will remain focused on four Human Resource development areas: Career Development, Work/Life Balance, Recognition and Leadership. The department's Strategic Human Resource Plan is outlined in ***Section G.***

D. Strategic Goals

The strategic goals of the department are:

1. Promote continuous improvement in the quality, coherence and effectiveness of our regulatory systems in protecting the public interest and in supporting sustainable economic competitiveness.

2. Manage and build the capacity of our human resources to prepare for the leadership roles within the department.

3. Promote sustainable management and protection of the environment, natural areas and public health.

4. Promote safe and healthy workplaces and practices, and safe facilities and equipment.

5. Promote employment standards, fair processes for wage compensation, effective labour-management relations, fairness for injured workers, and protection of the interests of pension plan members.

6. Protect the public interest with respect to gaming, sale of liquor, operation of theatres and amusements, distribution of film products and video games, and enforcement of the *Smoke free Places Act* in Nova Scotia.

E. Core Business Areas

1. **Environmental Protection and Natural Areas Management**
   Promotes sustainable management and protection of the environment through both regulatory and non-regulatory means, including developing and implementing plans, standards, guidelines, and policies for the management and protection of Nova Scotia's air, water and land resources including protected areas, and by providing regionally-based regulatory approval, inspection, monitoring and enforcement. Services are delivered through the following programs:
   - environmental assessment and permitting
   - monitoring and achieving compliance with regulatory requirements
   - environmental outreach
   - hazardous substances management
   - protected areas
   - air quality
   - waste-resource management
   - water-resource management.

2. **Public Safety & Occupational Health and Safety**
   Promotes safe and healthy workplaces and safe facilities and equipment, through both regulatory and non-regulatory means, by developing and enforcing safety standards, and providing related educational and consulting support, through the following programs:
   - building and equipment safety;
   - fire safety; and
   - occupational health and safety.

3. **Employment Standards, Labour Services, Workers' Advisers and Pensions**
Promotes employment standards, fair processes for wage compensation, effective labour-management relations, and fairness for injured workers and protection for the interests of pension plan members through the following programs:
- labour standards
- conciliation services
- mediation services
- workers' advisers program
- pension regulation.

4. **Alcohol, Gaming, Theatre and Amusements Regulation**
Protects the public interest with respect to gaming, sale of liquor, operation of theatres and amusements, distribution of film products and video games, and enforcement of the *Smoke free Places Act*.

5. **Support for Agencies, Boards, Commissions and Tribunals**
Assists the more than two hundred board Chairs and members in the twenty-two agencies, boards, commissions and tribunals, established pursuant to legislation administered by NSEL, to fulfill their statutory mandates by:
- ensuring that appointments to these entities are carried out in accordance with Provincial procedural standards and with applicable statutory and operational requirements,
- providing resources to implement Agency, Board and Commission policy and procedures, and
- participating effectively in inter-jurisdictional discussions related to policy and programs within the domain of these entities.

A list of the departments agencies, boards, commissions and tribunals is included in **Appendix B**.

F. Priorities

1. Promote continuous improvement in the quality, coherence and effectiveness of our regulatory systems in protecting the public interest and in supporting sustainable economic competitiveness

As a department responsible for a wide range of regulatory programs, the department is working hard to improve how we design, implement and evaluate our regulatory programs – what we call our "regulatory practice." The goal of the department's *Competitiveness and Compliance Initiative* (CCI), which is part of the Province's **Better Regulation Initiative,** is to encourage and support good regulatory practice throughout NSEL, improving our protection of the public interest, including the competitiveness of Nova Scotia businesses.

CCI is entering year three. CCI's key strategic objectives are to create quality regulatory tools, make it easier for people to comply with our laws, improve our compliance programs, and continually improve our regulatory programs by:

- Creating *quality regulatory tools* through ensuring regulatory proposals follow a standardized and systematic development process. Developing training for NSEL staff on how to select regulatory instruments, consultations and regulatory

performance to ensure staff have the training they need to consistently develop quality regulatory tools.

Measure: 90% of regulatory proposals comply with a standardized, systematic development process in 2007-2008, and 95% by 2010.

- *Making it easier for people to comply with our laws, especially small and medium size business*, by reducing the paperwork burden for business and by developing divisional Compliance Promotion Plans that improve awareness of regulatory requirements. Regulatory divisions monitor wait times and develop service standards for licences, permits and approvals.

  Measure: Reduce the paperwork burden for business by 7% in 2007-2008, and 20% by 2010.

- *Improving compliance with our regulatory programs* by improving the consistency of our compliance programs to level the playing field and improve protection. Ensuring that our inspectors and investigators complete standardized foundation training. Investigating opportunities to develop training programs with our partners that assist them in coming into and maintaining compliance at affordable costs, such as the program of training that was delivered in parallel to the introduction of Occupational Diving Regulations in 2005. Partner with the Department of Justice to assist them in re-writing all of our regulations to make them easier to read and understand. Develop further plain language guides to regulation, such as the "Fish Safe" booklet that was developed for employers and employees in the fishery sector.

  Measure: 30% of our Inspectors and Investigators complete standardized foundation training in 2007-2008; 100% by 2011.

- *Improving activity tracking systems* by enabling electronic access to client records by inspectors in order to improve the quality and timeliness of client interactions. In 2007-2008 this work will focus on the Alcohol and Gaming Division, following completion of the Occupational Health and Safety Division, but will later expand to other inspection divisions.

  Measure: inspectors in two divisions of the department have electronic access to client records in 2007-2008; all inspectors have access by 2008/2009.

- *Continuously evaluating and improving our regulatory programs* to ensure they are meeting objectives and maximizing harmonization opportunities. Program reviews will include Public Safety, Hazardous Waste Management, and Brownfield re-development. Establish problem solving team(s) to address important external problems, including by emphasizing the need for new tools for measuring the effectiveness of approved interventions. Divisions evaluate their regulatory performance measures and create new ones where needed.

  Measure: 90% of regulatory programs have performance measures by 2010.

French Language Services

Implement in collaboration with the Office of Acadian Affairs, NSEL's multi-year action plan to enhance the department's capacity to deliver French language services to its clients. Priorities for 2007-2008 include:

- increase employee awareness of the provincial government's commitment to provide French language services, and promote interest and involvement in service delivery;
- explore opportunities to address French language community needs;
- continue to build departmental capacity to provide service in French through employee training in the French language.

2. Promote sustainable management and protection of the environment, natural areas and public health.

NSEL successfully brought forward amendments to the *Environment Act* in 2006. The amendments will support departmental efforts on the following priorities for 2007-2008:

- undertaking a multi-stakeholder consultation towards development of contaminated site regulations that maintain or improve environmental protection while expanding investment and redevelopment opportunities;

- working with stakeholders to identify new approaches to product stewardship and best practices in solid waste management, while proceeding with implementation of new e-waste regulations;

- establishing a Minister's round table on environmental sustainability and work with stakeholder directors to develop a framework and policies for the Environmental Trust Fund;

- developing a framework for class environmental assessments, starting with the strategic environmental assessment of the potential for tidal energy;

- updating the public guide to the *Environment Act*; and

- developing options for putting the environmental registry on-line.

The department will also continue to build on each of the four pillar areas of the 2003 document "Towards a Sustainable Environment" (The Green Plan) while supporting the interdepartmental implementation of "Opportunities for Sustainable Prosperity (2006)", as follows:

Sustainable Growth

- Undertake specific multi-stakeholder consultation as a step towards streamlining the hazardous waste management program by reducing jurisdictional duplication and providing greater flexibility and predictability for business so that they can comply with regulations;

- Support the environmental economy, including increasing the export capacity of firms involved in environmental planning and management through innovation and trade development;

- Work with other departments on renewable energy development in areas such as wind and tidal power.

- Administer regulatory programs related to the Sydney Tar Ponds and Coke Ovens Remediation Project and establish an independent remediation monitoring board to monitor regulatory management related to the project.

Human Health and Environmental Quality

- Support finalization and implementation of a Canada-wide strategy for managing municipal wastewater effluent, and develop best management practices for biosolids and operation of septage lagoons;

- Continue to implement air quality goals in the Energy Strategy this year focusing on: implementing a plan to reduce mercury emissions by 2010; developing a plan to reduce particulate matter emissions, and emissions that lead to ground level ozone;

- In consultation with Nova Scotians, develop a Water Resource Management Strategy to address security and sustainability of Nova Scotia's water supply to ensure long term prosperity of water-dependent industries and health of communities and ecosystems;

- Support a multi-departmental initiative to strengthen environmental health protection services in Nova Scotia by developing a private well audit program, in collaboration with the departments of Health Protection and Promotion, Agriculture, and Fisheries and Aquaculture;

- NSEL will work in partnership with other departments on the Department of Health Promotion and Protection led initiative to develop 500 km of trails in the province.

Leading by Example

- Apply best practices for pollution prevention, green procurement, and sustainable transportation to departmental operations - specific focus in 2007-2008 will be green procurement, both at the department and government-wide level;

- Communicate best practices to companies and other departments in order to help them become more environmentally and economically sustainable;

- NSEL will continue to lead the Advisory Group on Radon, the interdepartmental committee that is developing and overseeing Nova Scotia's plan to implement effective public health measures with respect to radon gas in anticipation of new federal radon gas guidelines.

Sustainable Communities

- Finalize an outreach plan and a science strategy for the department and host forums for discussion of key issues;

- Work towards a comprehensive protected area system plan leading to protection of 12% of the province's land base. In 2007-2008 this will include: 4 new nature reserves, designation of a substantial majority of recently acquired Bowater Mersey lands, continuing collaboration with environmental organizations and with forestry companies through the Colin Stewart Forest Forum, and continuing work on creating improved conditions for the protection of private lands;

- Provide financial and technical assistance to septage treatment facility operators to protect the quality of drinking water and groundwater resources through proper construction, maintenance and operation facilities, including through the Septage Treatment Facility Program;

- Implement year two of the Environmental Home Assessment Program focused on assessing of well water, septic systems and oil tanks in private homes and providing financial assistance to qualified Nova Scotians to support the repair or replacement of failed septic systems, while dedicating new resources to help Nova Scotians on private wells to protect their health and the health of their families;

- Continue to support and participate with First Nations, municipalities and federal departments in the Collaborative Environmental Planning Initiative, the multi-parts process that is developing a management plan for the Bras d'Or Lake Watershed.

Measures:

Percentage of the population served by municipal water supplies that meet the health-based criteria for bacteriological quality will be maximized in 2007-08.

Annual sulphur dioxide emissions will continue to be below 141,750 tonnes in 2007-08.

Annual total mercury air emissions from electrical power generation in the province will continue to be below 168 kg in 2007-08.

Annual nitrogen oxide emissions in the province will continue to be below 72,000 tonnes in 2007-08.

Number of hectares of land protected through NSEL programs will be increased in 2007-08.

Annual municipal solid waste disposal rate per capita will continue to be less than the national and regional average.

Total number of product sectors under voluntary or mandatory stewardship agreements will increase to 9 of 13 sectors in 2007-08.

Number of categories of materials banned from landfills will increase from 13 (2006/07) to 17 in 2007-2008.

Total number of business sectors and municipalities participating with NSEL in environmental management and/or pollution prevention programs and initiatives will increase in 2007-08

Environmental Home Assessments will be completed at 1000 homes in 2007-08; 200 septic repairs will be completed with funding from the program.

Percentage of industrial facility approvals for at least one year to which risk-based inspections and auditing programs have been applied will be maintained at 90% in 2007-08.

Average administrative time to process applications designated for full review for the approval of installation of on-site sewage disposal systems will be 5-7 business days in 2007-08

3. Promote safe and healthy workplaces/work practices and safe facilities and equipment

- Improve the overall safety of Nova Scotia workers through an integrated and strategic approach to workplace safety that includes:
  - effective initiatives on accident prevention, violence in the workplace and ergonomics developed collaboratively with the Workers Compensation Board and other Workplace Safety and Insurance System partners;
  - improved compliance with existing laws;
  - ongoing development and refinement of occupational health and safety regulatory and non-regulatory instruments focusing on priority issues such as compliance with the elements of the internal responsibility system (particularly as regards the effectiveness or joint occupational health and not safety communities) and improvements in underground mining regulations;
  - ensuring that Occupational Health and Safety officers have the authority and tools needed to regulate occupational health and safety in liquified natural gas plants;
  - consultation with stakeholders on changes to the Workplace Hazardous Materials Information System (WHMIS);
  - continued implementation of an effective regulatory regime for underground coal mining at the Donkin Mine in Cape Breton, through consultation and collaboration with the Labour Program of Human Resources and Social Development Canada; and
  - implementation of the Activities Tracking System to support decision making and new Summary Offence Ticket regulations, to provide a wider range of compliance tools.

Measures:
Annual percentage of targeted inspections where an occupational health and safety order is not issued will be 40.0% or greater in 2007-2008.

Average five-year composite duration of Workers' Compensation lost-time claims will be maintained or decreased compared to the Atlantic Canada average in 2007-08.

- Improve public safety by increasing the effectiveness and efficiency of regulatory programs related to equipment safety by updating legislation. In 2007-2008 this will include working with stakeholders to identify opportunities for legislative streamlining in public safety statutes to reflect best practices and technology changes, and to improve consistency by enabling the adoption of standard tools such as a common compliance model.

- Develop a framework with the Department of Education to ensure training and compliance promotion for the licensing and certification of skilled trades reflects best practices and improves safety for Nova Scotians.

- Consult with stakeholders on Fire Safety retrofit regulations for multi-occupant buildings and work with the fire services, municipalities and fire training community to improve access to training and support for fire protection services across the province.

- Continue to update the Building Code regulations to ensure greater flexibility in the construction of nursing homes without compromising safety, and to allow the use of new technologies and practices in the construction industry.

Measure: Annual number of incidents reported involving injury from elevators and lifts per 100 units licenced in NS will be at or less than 0.56/100 in 2007- 2008.

4. **Promote employment standards, fair processes for wage compensation, effective labour-management relations and fairness for injured workers; and protect the interests of pension plan members**

- Participate in the Canadian Association of Administrators of Labour Legislation (CAALL) Advisory and Working Committees mandated to build capacity of labour mediators in the Federal, Provincial and Territorial jurisdictions.

- Provide administrative support to the Arbitration Advisory Committee which will advise the Minister on the composition of the list of arbitrators from which arbitrators will be appointed to handle expediated arbitrations, while also providing strategic advice on dispute resolution processes as well as provide an important forum for tri-partite dialogue.

- Maintain service delivery response times for Labour Standards complaints; continue to implement the divisional compliance strategy; implement amendments to the Labour Standards Code dealing with breaks and Reservists' Leave; develop regulations enhancing Compassionate Care Leave; support the work of the Minimum Wage Review Committee as it undertakes expanded mandate given to it by the Minister to make recommendations on the advisability of a three-year plan for making adjustments to the minimum wage, as well as on the feasibility of adjusting the minimum wage according to a prescribed formula.

Measure: Average time for Labour Standards complaints to be assigned to an officer will be within 2 weeks in 2007-2008.

- Ensure that the Workers' Advisers Program maintains existing service levels to injured workers and participates in initiatives under the strategic plan for the Workplace Safety and Insurance System (WSIS).

Measure: Average response time for Workers Advisers Program service for injured workers seeking legal advice and representation will be within 4 weeks in 2007-2008.

Measure: Percentage of clients satisfied with WAP service at the time of case closure will be at least 80% in 2007-2008.

- Maintain existing service response times for the conciliation requests as required by the *Trade Union Act*; continue to offer Preventative Mediation Programs to promote harmonious labour relations; and continue to implement and evaluate two new processes under the *Trade Union Act* related to the duty of fair representation and expedited arbitration.

Measure: Percentage of working time lost per year due to strikes and lockouts in

NS will be lower than the annual national average in 2007-2008.

- Continue to work with the Canadian Association of Pension Supervisory Authorities on development of model pension law; revise reciprocal agreement between pension regulators; and develop a program for unlocking pension funds for reason of financial hardship.

- Conduct discussions with stakeholders on the continuing opportunities of the solvency funding rule.

Measure: Percentage of registered plan members covered by pension plans that are 100% funded will be 65% or higher in 2007-2008; all others will have a strategy for full funding within 5 years.

5. **Protect the public interest with respect to gaming, sale of liquor, operation of theatres and amusements, distribution of film products and video games, and enforcement of the *Smoke-free Places Act* in Nova Scotia.**

- Implement amendments to Liquor Licensing Regulations to make them more relevant to current industry and consumer demands.

- In accordance with the Nova Scotia Gaming Strategy, assist in developing new gaming initiatives to improve the charitable sector's fund raising capabilities within the Province.

- Oversee the completion of a socio-economic study of gambling in Nova Scotia to assess the social and economic impacts associated with gambling in the province.

- Enhance investigation and enforcement to meet increased service demands resulting from the *Smoke-free Places Act*, Liquor Licensing Regulation amendments, cooperation with local police forces on safe communities, and training and succession planning.

- Consult and collaborate with the law enforcement community to ensure that only legal and controlled gaming products are available in Nova Scotia.

Measure: Percentage of licensees inspected per year that are in compliance with the acts and regulations will be 95% or greater in 2007-2008.

G. Human Resource Strategy

In response to issues and concerns identified through Government Employee Surveys and subsequent focus group discussions, NSEL has identified five areas of opportunity for change and improvement in the workplace. These five areas are: Career Planning and Development, Recognition, Work/Life Balance (Healthy Workplace), Leadership, and Diversity and Affirmative Action. In addition, impetus for change in the department, and in public service, is also driven by the need for public service renewal in the face of the impending retirement of a significant proportion of civil servants over the next 5 - 10 years, looming labour market shortages and expectations by current and future employees for a supportive, challenging and rewarding work experience. The Government of Nova Scotia, through it's Corporate Human Resource Plan,

has developed a framework in response to the 5 challenges that lay out five key goals. These goals are; to make a difference through a skilled, committed and accountable public service; to be a preferred employer; to be a safe and supportive workplace; to be a diverse workforce; and to be a learning organization.

The following outlines the department's Strategic Human Resource Plan which will serve as the foundation for NSEL's contribution to the Corporate HR Plan and for the specific initiatives we will undertake to develop our people, enhance their work experience and improve the quality of the work and business environment of the department.

Strategic Human Resource Initiatives

1. Career Planning

a) A Workforce Planning and Career Development process has been developed by the PSC to address survey concerns regarding personal growth/career advancement. This process has been reviewed, modified and recommended for use in NSEL. Implementation of this process in the department is ongoing. It will:

- ensure consistent implementation of the performance appraisal process for all employees
- provide a mentoring/coaching process to assist individuals in career development activities
- enable managers to provide career counselling and advice to their staff
- develop an inventory whereby employees seeking career advancement can profile their skills and career interests
- provide opportunities for job shadowing to broaden employees' exposure to other career options
- broaden the department's Learning Strategy concept by offering a broad range of training and development opportunities for staff, all of which will be done in close alignment with regulatory training and science strategy initiatives that are part of the Competitiveness and Compliance Initiative
- provide a vehicle for systematic sharing of information on all staff training opportunities within NSEL
- promote diversity and equality of opportunity for all persons accessing employment in NSEL

b) The strong performance management process is foundational and essential to successful Career Planning. Therefore, training will be provided to all staff in Performance Management in conjunction with Career Planning. As identified through the Employee Survey and complementary to the Career Planning Process, further education and training will be provided to employees and managers to develop their career pathing skills and increase their knowledge base respecting staffing process, policy and procedures. Planned training activities include:

- Recruitment & Selection Process
- Merit Based Hiring & Fair Hiring Policy
- Resume & Interview Preparation
- Interviewing Skills
- Giving & Receiving Feedback
- Building Relationships and Effective Communication
- Collective Agreement Administration & Interpretation

- Conflict Resolution Skills
- Progressive Discipline

c) The Career Planning process has been introduced to all department staff in two phases over a two year period with Year One components commencing February '06 and Year Two components commencing November '06.

d) Statistical data for workforce analysis and HR planning will be gathered to analyze the department's current and future staffing needs. A human resource planning component will be implemented upon completion of Phase Two whereby the department's staffing needs are identified and addressed through supply and demand analysis and development of specific recruitment and retention strategies.

2. Recognition

NSEL will identify best practices and provide the tools and supports to encourage formal and informal recognition across the department by:

- implementing department-specific recognition initiatives that fit unique cultural and organizational needs, including the Minister's Award of Excellence and the Malcolm K. Sparrow Award for Excellence in Regulatory Practice;
- ensuring employees receive informal recognition of good performance at both team and individual levels in addition to formal recognition of outstanding achievement
- providing ongoing recognition of accomplishments to peers and colleagues
- recognizing and promoting staff strengths by providing career development opportunities
- recognizing and rewarding excellence through corporate programs such as the Premier's Award of Excellence and the Long Service Award
- reviewing previous recognition programs in the department/divisions and across government to assist with the development of best practices and current programming needs

3. Work/Life Balance (Healthy Workplaces)

NSEL will identify best practices and provide tools and supports to promote healthy lifestyle choices by employees in and outside the workplace by:

- reviewing current informal wellness initiatives in the department (ie. education sessions and health information distribution, contests and health incentives, fitness programs and sustainable transportation initiatives) as well as those across government in order to maintain work that has been done, develop best practices and support a department-specific wellness program that fits unique cultural and organizational needs
- supporting managers' efforts to successfully manage work/life balance issues and recognize as part of the corporate culture which promotes healthy workplaces
- encouraging flexible work arrangements as a strategic tool to increase productivity through balance in the workplace
- supporting work/life balance in ways that align with organizational culture and business requirements
- providing supervisors with tools and supports to help identify effective solutions to balancing unique circumstances around work, personal health and home/life balance

4. Diversity and Affirmative Action

NSEL will identify best practices and provide tools and supports to encourage a more respectful, inclusive and diverse workplace by:

- increasing visibility and promote the importance of a diverse work place;
- creating a common understanding of diversity in the context of individual, department and corporate objectives
- increasing awareness of diversity issues through ongoing training and development opportunities
- establishing programs, activities and events that will advance diversity objectives and goals
- encouraging employee participation in provincial and departmental diversity initiatives at all levels throughout the department and the province
- include diversity and affirmative action as a component of the Career / Workforce Planning Initiative
- continuing to champion the Nova Scotia GoverNext initiative in creating opportunities for young public servants seeking to participate in a workforce that is diverse, rewarding, and collaborative
- developing success indicators and mechanisms to monitor progress and measure outcomes
- encouraging partnerships with both government and community-based agencies.

Leadership

As identified in the Employee Survey results and further through the NSEL focus groups, confidence in departmental leadership will be strengthened through the implementation of the programs, processes and training and development activities outlined in the preceding topic areas with the key objective of improving confidence in the core competency areas of: decisiveness, strategic orientation, development of people, team leadership, achievement orientation, self-confidence, impact and influence and relationship building. To achieve our objective, activities will focus on:

- improving performance management (contributory process incorporating career planning and development)
- providing training in collective agreement administration (grievance and discipline process)
- providing conflict resolution skills
- implementing programs that will recognize employee contribution and development of strengths
- improving work/life balance through wellness programming, work planning and scheduling and leading by example
- opening communication channels particularly regarding business planning and employee contribution to the process
- recognizing and supporting the need for employee engagement and participation in program, policy and process design and development

Success Indicators

Just as they have provided valuable insight and direction for action, future Government Employee Surveys will be a key vehicle for measuring success, which will evolve as the plan is implemented over the next few years. To supplement and further validate results, formal internal mechanisms will be developed to monitor progress and measure outcomes to track our successes.

H. Budget Context

Environment and Labour			
Program and Service Area	**2005-2006 Actuals**	**2006-2007 Estimate**	**2007-08 Estimate**
	($thousands)	($thousands)	($thousands)
Ordinary Revenues	$69,833	$7,063	$4,937
TCA Purchase Requirements	$96	$1,025	$0
Net Program Expenses			
Administration	$1,437	$2,311	$2,141
Policy	$568	$684	$739
Boards & Commissions	$437	$645	$978
Workers' Advisers Program	-	-	-
Alcohol & Gaming	$4,250	$4,205	$4,503
Public Safety	$3,115	$2,929	$3,247
Occupational Health & Safety	$209	$271	$297
Labour Services	$1,075	$1,419	$1,413
Labour Standards	$1,017	$1,095	$1,214
Environmental Monitoring & Compliance	$8,103	$8,604	$10,378
Environmental & Natural Areas Management	$3,878	$4,994	$6,562
Information & Business Services	$2,512	$3,007	$3,372
Pension Regulation	($107)	($100)	($77)
Financial Institutions (to 2006 only)	$565	~	~
Total Net Program Expenses	$27,059	$30,064	$34,767
Funded Staff (FTEs)	459.6	469.1	476.7

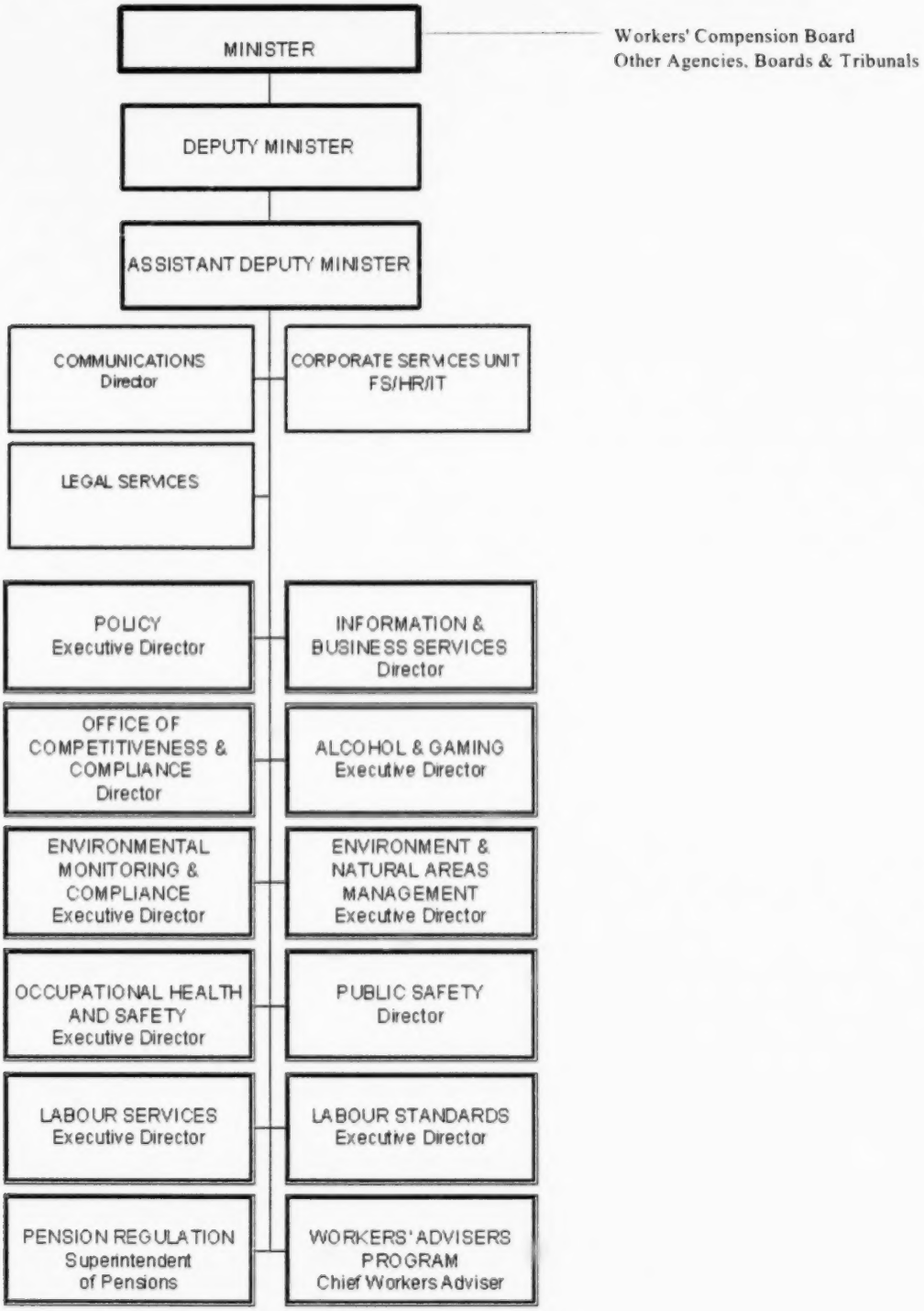
I. Financial Management, IT and Communications

NSEL recognizes the need to provide staff with the tools they need to effectively manage their work and to provide our clients with timely access to information. The department has two of these tools under development: the Activity Tracking System and the On-line Environmental Registry.

The Activity Tracking System will provide support for the primary business functions and information needs of the department. With the establishment of a common approach to inspection and compliance activities and enhanced tools for data capture and reporting, the department is significantly increasing its capacity to manage its activities effectively. The information system will provide an ability to share information across the department and provide an ability to report and manage our activities at an individual program level as well as at a departmental level. The development will take place over the next 3 years as funding permits

The development of an on-line environmental registry is underway in order to provide more timely access to the information identified under Section 10 of the Environment Act. The on-line access to this information, which is predominately property based information, will enable our clients to complete their activities on their own time without the need to contact the department. **The development will take place over the next 2 years as funding permits.**

Appendix A


MINISTER
Workers' Compension Board
Other Agencies, Boards & Tribunals
DEPUTY MINISTER
ASSISTANT DEPUTY MINISTER
COMMUNICATIONS
Director
CORPORATE SERVICES UNIT
FS/HR/IT
LEGAL SERVICES
POLICY
Executive Director
INFORMATION &
BUSINESS SERVICES
Director
OFFICE OF
COMPETITIVENESS &
COMPLIANCE
Director
ALCOHOL & GAMING
Executive Director
ENVIRONMENTAL
MONITORING &
COMPLIANCE
Executive Director
ENVIRONMENT &
NATURAL AREAS
MANAGEMENT
Executive Director
OCCUPATIONAL HEALTH
AND SAFETY
Executive Director
PUBLIC SAFETY
Director
LABOUR SERVICES
Executive Director
LABOUR STANDARDS
Executive Director
PENSION REGULATION
Superintendent
of Pensions
WORKERS' ADVISERS
PROGRAM
Chief Workers Adviser

Appendix B

Agencies, Boards, Commissions and Tribunals

- Advisory Committee on the Protection of Special Places
- Arbitration Advisory Committee
- Board of Examiners for Certification of Blasters
- Construction Industry Panel
- Crane Operators Appeal Board
- Crane Operators Examination Committee
- Elevators and Lifts Appeal Board
- Environmental Assessment Board
- Film Classifiers
- Fire Safety Advisory Council and Fire Safety Appeal Board
- Fire Services Advisory Committee
- Fuel Safety Board
- Labour Relations Board
- Labour Standards Tribunal
- Minimum Wage Review Committee
- Nova Scotia Building Advisory Committee
- Occupational Health and Safety Advisory Council
- Occupational Health and Safety Appeal Panel
- On-Site Services Advisory Board
- Pay Equity Commission
- Power Engineers and Operators Appeal Committee
- Power Engineers and Operators Board
- Radiation Health Advisory Committee
- Resource Recovery Fund Board
- Utility and Review Board
- Workers' Compensation Board

Appendix C
Performance Measures

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Core Business Area: Competitiveness and Compliance Initiative					
Quality tools, including regulatory tools	Compliance with a standardized, systematic development process	Baseline year 2006/07	90% compliance by 2007/08	95% compliance by 2010.	develop training for NSEL staff on a standardized regulatory development process.
Easier for business to comply with our laws and reduce costs to improve competitiveness and compliance.	Reduced time spent by business on administrative requirements.	Baseline year 2006/07	7% less time spent by business on administrative requirements	20% less time spent by business on administrative requirements by 2010.	Department-wide workplan to reduce administrative burden.
Improved compliance to create a level playing field and improved protection.	percentage of Inspectors with standardized inspection and investigation foundation training.	Baseline year 2006/07	30% of Inspectors complete standardized foundation training in 2007/08	100% of Inspectors complete standardized foundation training by 2011.	Roll-out of the foundation training developed last fiscal year as part of the CCI.
Improved compliance programs	electronic access to client records by inspectors, through an activities tracking system	Baseline year 2006/07	inspectors in two divisions (Occupational Health and Safety and Alcohol and Gaming) have electronic access to client records.	inspectors in all divisions of the department have electronic access to client records by 2008/09.	enable electronic access to client records by inspectors in order to improve the quality and timeliness of client interactions
Continual improvement of our regulatory programs	number of regulatory programs with performance measures	Baseline year 2006/07	New target	90% of regulatory programs have performance measures by 2010	inventory and evaluate regulatory performance measures across divisions and create best practices

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Core Business Area: Environmental and public health protection and natural areas management					
Clean and safe drinking water	percentage of population served by municipal water supplies that meet the health-based criteria for bacteriological quality, as stated in the *Guidelines for Canadian Drinking Water Quality*, at all times during the calendar year	96.5% (2001) 96.5% (2002) 95.7% (2003) 98.4% (2004) 98.0% (2005)	maximize the percentage of population served by municipal water supplies that meet the health-based criteria for bacteriological quality	all municipal drinking water supplies will meet the Province's treatment standards by 2008. a comprehensive water resource management strategy will be developed by 2010.	- enforce *Water and Wastewater Facilities Regulations* and Public Drinking Water Supplies Regulations including the *Guidelines for Monitoring Public Water Supplies* - implement drinking water strategy - support and encourage the development of municipal water supply protection plans - promote innovative NS-based technological solutions to environmental problems
Clean air	annual total sulphur dioxide (SO_2) air emissions (tonnes) in the province	170,000 tonnes (2000) 164,000 tonnes (2001) 154,000 tonnes (2002) 161,000 tonnes (2003) 161,000 tonnes (2004) 134,000 tonnes	maintain a SO_2 emission cap of 141,750 tonnes.	achieve a 50% reduction in SO_2 emissions (from 1995 cap of 189,000 tonnes) for 2001 emitters by 2010.	- work with major industrial sources to reduce emissions through the use of lower sulphur fuels and process upgrades

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
		(est - 2005)			
Clean Air (cont)	annual total mercury (Hg) air emissions (kg) from electrical power generation in the province	267 kg (2000) 185 kg (2001) 163 kg (2002) 158 kg (2003) 170 kg (2004) 105 kg (2005)	maintain a Hg emission cap of 168 kg for electrical power generators	maintain a Hg emission cap of 65 kg for electrical power generators, by 2010	- work with NSPI to encourage the use of lower mercury fuels
	annual total nitrogen oxide (NO_x) air emissions (tonnes) in the province	90,000 tonnes (2000) 88,500 tonnes (2001) 80,500 tonnes (2002) 76,000 tonnes (2003) 74,500 tonnes (2004) 68,000 tonnes (est -2005)	maintain NO_x emissions at 20% or lower than base year (72,000 tonnes, based on revised value for base year measure)	maintain NO_x emissions at 20% or lower than base year (72,000 tonnes, based on revised value for base year measure)	- work with major industrial sources to reduce emissions - require the use of low NO_x burners for new facilities and during major upgrades and refits

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Protected natural areas	total hectares of land protected through NSEL program options	287,028 ha (2001-2002) 287,320 ha (2002-2003) 287,704 ha (2003-2004) 290,137 ha (2004-2005) 300, 314 ha (2005-2006)	increase the hectares of land under various protection options	protect 12% (663,125 hectares) of Nova Scotia's total land mass by 2015.	- conduct resource inventories and area assessments - conduct public consultations - encourage private land stewardship - participate in Crown land planning - support partnership agreements
Shared responsibility for environmental management	annual municipal solid waste disposal rate per capita (Kg/person), compared with the regional and national disposal rates	NS - 416 Atlantic - 569 Canada - 753 Kg/person 2000 (base year) NS - 416 Atlantic - 564 Canada - 760 Kg/person 2002 NS - 427 Atlantic - 596 Canada - 772 Kg/person 2004	maintain the NS disposal rate lower than the national and Atlantic average	achieve a disposal rate of 300 kg/person or lower by 2015	-continue to implement the Solid Waste-Resource Management Strategy - enforce the *Solid Waste-Resource Management Regulations* - educate and inform industry, businesses and citizens - continue to develop product and industry stewardship agreements - promote research and development of markets for construction and demolition materials and plastics

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Shared responsibility for environmental management (Cont)	total number of product sectors under voluntary or mandatory stewardship agreements	7 of 13 targeted products (2001-2002) 9 of 13 (2002-2003) 9 of 13 (2003-2004) 8 of 13 (2004-2005) 8 of 13 (2005-2006)	9 of 13 targeted products	13 targeted product sectors by 2009	- work with RRFB Nova Scotia - consult and negotiate with industry regarding targeted products including such things as dairy containers, newspapers, residential sharps, beverage containers, tires, used oil, paint, telephone books, electronic goods, fast food packaging, oil containers, household hazardous waste, plastic film, flyers and magazines - legislation
	total number of categories of materials banned from disposal in Nova Scotia *New target	13 materials (2006/07)	17 materials	21 or more materials banned from disposal by 2010.	- work with RRFB Nova Scotia and other partners to support research and development into value-added applications for waste materials. - target electronic products and construction and demolition materials.

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Proactive environmental management	total number of business sectors and municipalities participating with NSEL in environmental management and/or pollution prevention programs and initiatives	5 participating sectors, municipalities (2001-2002) 6 (2002-2003) 9 (2003-2004) 12 (2004-2005) 14 (2005-2006)	increase number of participating sectors, municipalities compared to the previous year	increase number of participating sectors, municipalities	- provide technical assistance - facilitate/participate in demonstration projects - partner with funding agencies/other levels of government - partner with business associations to initiate new plans
	number of environmental home assessments completed through Environmental Home Assessment Program (EHAP); number of septic repairs completed with funding from EHAP	Baseline year 2006/07	1000 homes with environmental home assessments completed 200 septic system repairs completed	Complete 1000-2500 environmental home assessments per year in each year of the program.	- delivery of the Environmental Home Assessment Program by non-governmental organizations - program management and evaluation completed by Pollution Prevention Branch, NSEL.

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Efficient and effective program delivery	percentage of industrial facility approvals in operation for at least one year to which a risk-based inspection and auditing (RBIA) program has been applied	90% (2004-2005) 90% (2005-2006)	- All new Industrial files will be audited and a risk score assigned - Every two years 100% of the Industrial Facilities will be audited	minimum of 90% of industrial facility approvals in operation for at least one year will be audited on an ongoing basis	- validate data-based assessments at facilities and develop a schedule for RBIA -implement compliance promotion and enforcement policy
	average administrative time (days) to process applications for the approval of the installation of on-site sewage disposal systems	40 days (2000-2001) 28 days (2001-2002) 28 days (2002-2003) 20 days (2003-2004) 25 days (2004-2005) 20 days (2005-2006)	Applications designated for full review will be processed in 5-7 business days.	Overall program improvement. Approval turnaround times will be reduced by two thirds of the previous average turn-around time	- ongoing process re-design (Note - legislation specifies 60 day maximum turnaround time) - streamlining of On-Site application / approval delivered province wide

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Core Business Area: Public Safety and Occupational Health and Safety					
A safe work environment	annual percentage of targeted inspections where an occupational health and safety order is not issued	43.5% (2001) 57.5% (2002) 52.5% (2003) 36.0% (2004) 40.0% (2005)	maintain or exceed 40%	achieve a minimum of 70% by 2015	- work with the Workers' Compensation Board to increase OH&S promotion and education - continue to develop a targeted risk-based inspection system
	annual average number of new registered Workers' Compensation Board loss time claims per hundred estimated WCB registered employees, compared to the national average	3.36 claims / 100 WCB employees NS 3.52 National (2000) 3.24 NS 3.33 National (2001) 3.11 NS 3.13 National (2002) 3.04 NS 2.90 National (2003) 3.13 NS 2.73 National (2004)	maintain or decrease the number of WCB loss time claims compared with the national average	maintain or decrease the number of WCB loss time claims compared with the national average	- work closely with Workers' Compensation Board to identify high accident firms, sectors and types of accidents - work with the Workers' Compensation Board to increase OH&S promotion and education - continue to develop a targeted risk-based inspection system

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
A safe work environment (cont)	average five-year composite duration of Workers' Compensation lost-time claim compared to the Atlantic Canada average	85.54 days NS 94.87 days AC (2000) 102.41 days NS 96.43 days AC (2001) 94.18 days NS 88.41 days AC (2002) 100.46 days NS 89.50 days AC (2003) 107.74 days NS 94.91 days AC (2004)	maintain or decrease the average number of compensable days relative to the Atlantic Canada average	maintain or decrease the average number of compensable days relative to the Atlantic Canada average	- work closely with Workers' Compensation Board to identify high accident firms, sectors and types of accidents - work with Workers' Compensation Board to increase OH&S promotion and education - continue to develop a targeted risk-based inspection system
Safe public places	annual number of incidents reported involving injury from elevators and lifts per 100 units licensed in the province	0.56 incidents per 100 units licensed (2000 - base year) 0.61/100 (2001) 0.23/100 (2002) 0.80/100 (2003) 0.63/100 (2004) 0.71/100 (2005)	maintain or decrease incident rate at or below base-year measure	maintain or decrease incident rate at or below base-year measure	- ongoing consultation with industry - targeted inspections - enforcement - training of emergency responders on safe rescue procedures.

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Core Business Area: Employment Standards & Labour Services & Pensions					
Efficient and effective client service	average time (in weeks) for Labour Standards Code complaints to be assigned to an officer	1.07 weeks (2005-06) baseline	complaints are assigned to an officer within 2 weeks	complaints are assigned to an officer within 2 weeks	- streamline Labour Standards Code complaint intake system - refresh and upgrade technology - coach , train and oversee staff and their performance - recognize staff contribution - track assignment times and communicate to staff - ensure staff have opportunities to suggest improvements to streamline processes
	average Workers' Advisers Program service response time (weeks) for injured workers seeking legal advice and representation	2.1 weeks (2003-2004) 1.9 weeks (2004-2005) 2.3 weeks (2005-2006)	within 4 weeks	within 4 weeks	- maintain efficient and timely intake process - enhance database to include Standard Case Management - refresh and upgrade technology

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Efficient and effective client service (cont)	percentage of clients satisfied with Workers' Advisers Program service at the time of case closure	93% (2003-2004) 94% (2004-2005) 94% (2005-2006)	maintain at least 80% client satisfaction rate	maintain at least 80% client satisfaction rate	- maintain appropriate intake process - provide training and professional development opportunities for Advisers - maintain and develop tools to assess workloads, service consistency, use of best practices, quality (internal audits, internal database enhancements, monthly reporting) -continue to survey clients to gather information about service quality
Stable labour relations environment	percentage of working time lost per year due to strikes and lockouts in NS compared with the annual national average	0.01% NS 0.05% National (2000) 0.04% NS 0.07% National (2001) 0.02% NS 0.09%National (2002) 0.02% NS 0.05% National (2003)	meet or be less than the annual national average	meet or be less than the annual national average	- effective use of conciliation and mediation processes

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
		0.03% NS 0.09% National (2004) 0.03% NS 0.11% National (2004) 0.03% NS 0.1131% National (2005)			

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Security of retirement income for members of private pension plans	percentage of plan members covered by pension plans registered with the Province that are (a) 100% funded; or (b) have a strategy in place to achieve full funding within 5 years *Universities and municipalities have longer than 5 years to achieve full funding (2006 regulatory changes)	(a) 93% fully (b) 7% strategy (2001) (a) 82% fully (b) 18% strategy (2002) (a) 69% fully (b) 31% strategy (2003) (a) 59% fully (b) 41% strategy (2004) (a) 65% fully (b) 35% strategy (2005) (a) 63% (b) 37% strategy (2006)	100% of members covered by fully funded plans or plans with an approved strategy	100% of members covered by fully funded plans or plans with an approved strategy	- ongoing review and analysis of valuation reports and data to identify solvency and funding problems - oversee employer payments required under legislation to bring the pension to full funding - any plan that is less than 100% funded must file a strategy with the department to get to 100% funding within 5 years (except for universities and municipalities who have an extended period to attain full funding). - Superintendent has the authority under the *Pension Benefits Act* to order payment, if necessary

OUTCOME	MEASURE	DATA	ANNUAL TARGET	ULTIMATE TARGET	Strategic Actions to achieve target
Core Business Area: Alcohol, Gaming and Amusement Regulation					
Consumer protection related to alcohol, gaming and	percentage of liquor, gaming and amusement licensees inspected per	98% (2000) 95% (2001)	percentage of licensees inspected per year that are in	maintain the percentage of licensees inspected per	- increase focus on type of inspection and/or investigation

amusement activity	year that are in compliance with acts and regulations	96% (2002) 99.8%(2003) 99.8% (2004) 99.4% (2005)	compliance with the acts and regulations will be 95% or greater	year that are in compliance with the acts and regulations at 95% or greater	- monitor problem areas - work with licensees to increase awareness of regulations and policies